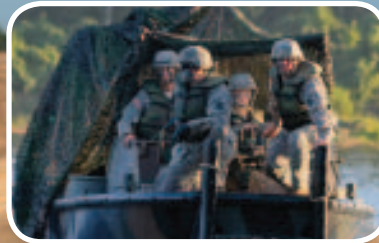


# UNITED STATES ARMY RESERVE



**AMERICA'S ARMY RESERVE:  
A LIFE-SAVING AND LIFE-SUSTAINING FORCE  
FOR THE NATION**

2013 POSTURE STATEMENT



**Cover:** As a trained and ready force, the Army Reserve's unique capabilities provide versatile support to the Total Force for a broad range of operations. In the past year, Army Reserve Soldiers have deployed to Afghanistan in order to protect national security interests as well as to New Jersey and New York to provide assistance to communities affected by natural disasters including Hurricane Sandy.

**Inside Cover:** Army Reserve Soldiers participate in training. Increased focus on training and Soldier resilience has enabled the Army Reserve to effectively support the total force.



# **THE UNITED STATES ARMY RESERVE**

## **2013 POSTURE STATEMENT**

Submitted by

**LIEUTENANT GENERAL JEFFREY W. TALLEY**

Chief of Army Reserve and Commanding General, United States Army Reserve Command

And

**COMMAND SERGEANT MAJOR JAMES M. LAMBERT**

Acting Sergeant Major of Army Reserve and Command Sergeant Major, United States Army Reserve Command

To the Committees and Subcommittees of the

**UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES**

First Session, 113th Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans and programs. The 2013 Army Reserve Posture Statement also addresses the support required by the Army Reserve to continue its current role as an operational force during 2014.

Unless otherwise noted, all statistics and facts are current through February 2013

This document is available on the Army Reserve Web site at: [www.usar.army.mil](http://www.usar.army.mil)

## AMERICA'S ARMY RESERVE: A LIFE-SAVING AND LIFE-SUSTAINING FORCE FOR THE NATION

The Army Reserve has emerged from 11 years of war as an integral and proven component and command, leveraging unique capabilities in service to America. Ready and direct access to a high quality, all-volunteer, operational Army Reserve for the Army and joint missions at home and abroad is essential to the Total Force and the nation. As the Army's only Federal Operational Reserve Force, the Army Reserve provides a cost-effective way to mitigate risk to national security. For only 6 percent of the Army budget, the Army Reserve provides almost 20 percent of the Total Force.



*Lt. Gen Jeffrey W. Talley receives the command colors from Gen. Raymond T. Odierno, U.S. Army Chief of staff, during the June 9 U.S. Army Reserve Command change of command ceremony at Fort Bragg. Talley is the 32nd Chief, U.S. Army Reserve and the seventh commanding general of USARC.*

the nation cannot afford to give up the readiness gains achieved since 9-11. Since 2001, an annual average of 24,000 Army Reserve Soldiers have been mobilized and seamlessly integrated with the Total Force.

The Army Reserve needs continued support from Congress to remain the great return on investment for America's Total Force and the American taxpayer. The Army Reserve possesses unique skill sets, maintaining key support capabilities, such as logistics, transportation, engineer and civil affairs—as well as intelligence and medical assets.

In order to maintain our operational proficiency, it is vital to invest in the training and readiness of our Army Reserve force. The

The Army Reserve is a complementary force of combat service and combat service support enablers, organized into streamlined and deployable units. Its citizen-Soldiers embody the warrior mindset and spirit and are essential to the Army's ability to support the Joint Force, both in contingent and combat-effects missions.

We take great pride in the demonstrated competence and professionalism of Army Reserve Soldiers and units, globally engaged in multiple campaigns across a full range of military operations in support of the Total Force. We are the only Army component that is a single command—the United States Army Reserve Command. This structure allows for immediate access to—and use of—Army Reserve Soldiers and units for missions at home or abroad.

Since the majority of our Soldiers are traditional drilling reservists, they hold full-time civilian employment in the public and private sectors, which keep their technical and managerial skills sharp at little to no cost to the Department of Defense. We have a worldwide organization of 205,000 authorized Soldiers and 12,100 civilians. As a community-based force, the Army Reserve maintains a strong connection to America's industrial base and its people.

The Army Reserve's combat support and combat service support capabilities, which include the majority of the Total Army's significant expertise in legal, information support, police, human resources, finance, chaplain and training operations, are necessary to enhance and sustain the Army's ability to conduct a full range of military missions worldwide in order to Prevent, Shape and Win.

By aligning Army Reserve Theater Commands with Army Corps, Army Service Component Commands and Combatant Commands as part of the Army's Regionally Aligned Forces, Army Reserve Soldiers and leaders are executing critical planning and implementation to ensure full support of the Department of Defense's global requirements. This alignment will provide critical staff planning and support, ensuring the maintenance and utilization of the Army Reserve's unique capabilities.

The National Defense Authorization Act of 2012 allows Army Reserve Soldiers' valuable military- and civilian-acquired skills and capabilities to now be leveraged at home for critical lifesaving, property preservation and damage mitigation events. The new mobilization authority for Defense Support of Civil Authority (DSCA) serves as the mechanism to activate Federal Reserve Components during a catastrophe, as demonstrated by the Army Reserve's rapid response to aid the victims of Hurricane Sandy in New Jersey and New York. The core competency of the Army Reserve lends itself readily to such missions. The Army Reserve is also part of the Defense Chemical, Biological, Radiological and Nuclear (CBRN) Response Force, maintaining mission-ready Soldiers and equipment available for deployment in the event of a national emergency or disaster.

Complex demands for the future require continued reliance on the reserve component. The global fiscal environment brings

growing security challenges to our nation and our coalition partners, necessitating a balance between identifying efficiencies and the continued engagement of a ready, agile and adaptable force.

The way ahead will involve progressive readiness for the Army Reserve, which means having the right level of readiness at the right time. The Army's force generation model offers a balanced approach to training and mobilization that allow for the predictability that our Soldiers, Families and their civilian employers need and deserve.

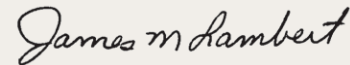
We need Congress's support to preserve the hard-earned skills of our battle-tested Soldiers as we continue to make strides toward Army Reserve Vision 2020. The Army Reserve remains a great return on investment for America, providing an indispensable and versatile mix of enabling capabilities to Army 2020 and Joint Force 2020.

We have the best Army Reserve in history. With your help we can keep it that way as we protect and serve America.

Twice the Citizen, Army Strong!



Lieutenant General Jeffrey W. Talley  
Chief of Army Reserve and Commanding  
General, United States Army Reserve Command



Command Sergeant Major James M. Lambert  
Acting Sergeant Major of Army Reserve and Command  
Sergeant Major, United States Army Reserve Command



# ACHIEVEMENTS

## READINESS

The Army Reserve plays an important part in the National Military Strategy. In 2012, the Army Reserve mobilized more than 14,000 Soldiers for worldwide-named operations, and we project the need to provide similar levels of Soldiers and units in 2013 and 2014. Annually, approximately 7 percent of the Army Reserve force is deployed worldwide in support of all six Geographic Combatant Commanders. Many of these units satisfy joint capability requirements with skills and abilities found exclusively in the Army Reserve.

The Army Reserve has transitioned to an operational force within the Army and continues implementing a requirements-based force-generation process in order to provide needed capabilities to the Total Force. The way ahead will involve progressive readiness for the Army Reserve, which means having the right level of readiness at the right time. The Army's force generation model offers a balanced approach to training and mobilization that allows for the predictability that our Soldiers, Families and their civilian employers need and deserve.

With the passage of the National Defense Authorization Act (NDAA) of 2012, the nation's Federal Reserve Components, including the Army Reserve, became a part of the nation's capabilities for disaster response. The Army Reserve contains substantial capabilities vital in disaster response including Aviation Lift, Search and Rescue, CBRN (Chemical, Biological, Radiological & Nuclear), engineering, civil affairs, medical, logistics, transportation, security, public affairs and mission command units.

In November 2012, the Army Reserve supported Hurricane Sandy Response operations with trained and ready personnel, equipment and facilities. Three quartermaster units were configured to assist local emergency response officials in removing flood waters from local schools and key facilities in New York and New Jersey. This event was historically significant, marked by using the expanded mobilization authority listed in

10 U. S. Code Section 12304a. Many Army Reserve citizen-Soldiers have civilian skills valuable to disaster response. Today, we are positioned to provide unique capabilities in support of U.S. Northern Command's disaster response and complex catastrophic contingency missions.

The Army Reserve continues to stand ready to provide forces on an as-required basis in support of the nation. As we continue to sharpen our focus on providing the proper force, appropriately trained at the right time and place, throughout the world, we move ever closer to our strategic vision—the Army Reserve as a cost effective, trained, ready, and relevant enabling security force for the Nation.

## HUMAN CAPITAL

**Personnel:** The Army Reserve launched several initiatives focused on retaining critical leaders and growing future leaders. During FY12, the Army Reserve reenlisted more than 14,300 Soldiers, achieving 109 percent of its annual reenlistment goal. As part of the initiative to grow our own leaders, 361 Army Reserve Soldiers were selected and commissioned as warrant officers, and 224 Army Reserve Soldiers and former officers received direct commissions or reappointments as commissioned officers. The Army Reserve also introduced a pilot process to increase the use of Position Vacancy Boards (PVB) to fill vacant positions with qualified officers and laid the groundwork to improve enlisted promotion rates through mandatory promotion board consideration for all eligible Soldiers. In FY 2012, the Army Reserve implemented an Inactive Duty Training travel policy authorizing reimbursement of travel expenses for Soldiers traveling more than 150 miles for duty, and expanding the lodging-in-kind policy. Also of note, the process to address unsatisfactory participants was streamlined, effectively reducing that population by 13 percent. Development of a Career Management Office for Troop Program Unit (TPU) officers provides access to

career managers and information forums that aid in officer retention and career progression.

**Medical and Dental Readiness:** The Army Reserve's medically ready rate increased from 60 percent in September 2010 to 76 percent in March 2013. This was accomplished through a focused effort on physical profile reduction and compliance with periodic health and dental exam requirements. The Army Reserve has improved dental readiness through programs such as the Army Selected Reserve Dental Readiness System.

**Soldier Service and Support Programs:** As part of the Army Campaign for Health Promotion and efforts to prevent suicide, the Army Reserve hosted multiple Living Works Applied Suicide Intervention Skills Training (ASIST) train-the-trainer workshops. These certified an additional 74 Army Reserve personnel as instructors and 965 personnel as unit gatekeepers—our “first responders.”

Fort Family and Army Strong Community Centers (ASCCs) reached out to over 68,000 geographically dispersed Soldiers and Families. There are six ASCC pilot sites serving as virtual installations to support Soldiers and Families in the communities where they live.

The Army Reserve Strong Bonds program continues to be a success story, with over 100 events conducted for more than 4,100 individuals. This chaplain-led program trains Soldiers and Families in important life skills—including communication, intimacy and conflict management. Preliminary assessments demonstrate the program produces a 50 percent reduction in divorce with an increase in marital satisfaction for participants.

**Employer Partnership Office:** The Army Reserve's Employer Partnership of the Armed Forces (EPAF) jobs portal combined with the Hero 2 Hired jobs portal to form a single web site for job search for all reserve component personnel. The Army Reserve continues to introduce innovative strategies to provide unique and rewarding job opportunities for our Soldiers, such as the partnership with the Advisory Board of the Sports Video Group (SVG), a program developed to introduce service

members to the sports broadcasting industry. The partnership resulted in eight Soldiers being hired by NBA Entertainment as “utilities” (runners) for the NBA Finals.

## **MATERIEL**

**Equipment:** The Army Reserve received 22,993 pieces of new equipment valued at \$200 million. We have integrated Army Reserve capabilities in the Chief of Staff of the Army (CSA) review of the concept of Home Station Support, and the Global Logistics Concept for Army 2020. Since October 2011, we have turned in approximately 22,500 pieces of obsolete major end item equipment valued at \$385.8 million. We have received into the Army Reserve 70,500 pieces of new major end items valued at \$1.47 billion.

Last year, the Found on Installation (FOI) program identified and recorded 79,491 pieces of equipment valued at \$186 million. There were 409 units supported for mobilization this year of which 370 deployed with all capabilities to execute their missions. More than 1,800 lateral transfers were directed, which involved transferring 24,344 pieces to the mobilizing units. The fielding of a Husky/Buffalo Mine-Resistant Ambush Protected (MRAP) Route Clearing Company at Fort Bragg is helping to ensure that our Soldiers are fully prepared for military operations. This is the second Route Clearing Company in the Army Reserve activated and equipped this year.

The Army Reserve possesses 86 percent of its go-to-war equipment, with 66 percent of this equipment modernized.

**Resource Management:** The Director of Resource Management successfully prepared, defended, and justified a comprehensive, integrated and balanced five-year Future Years Defense Program and a single-year budget request for the Army Reserve. This five-year program and budget includes Reserve Pay Army (RPA), Operation and Maintenance Army Reserve (OMAR) and Military Construction Army Reserve (MCAR) appropriations. This five-year program and budget will

allow us to equip, train and sustain an operational Army Reserve and maintain a high-quality workforce.

## **SERVICES AND INFRASTRUCTURE**

**MILCON:** The Army Reserve conducted an aggressive and highly successful consolidation of Army Reserve Centers, streamlining and modernizing our community footprint. The Army Reserve leads the federal government in incorporation of ASHRAE 189.1 standards into our military construction projects, including new construction and major renovation.

**Sustainment and Energy Security:** Our strategy as directed in the Army Reserve Campaign Plan is to conserve limited resources. The Army Reserve redesigned its Energy Security and Sustainment Program to better align with the Department of the Army Net-Zero approach, and is participating in the Army's Net-Zero pilot programs at Fort Hunter Liggett, Calif. (Energy and Waste), Camp Parks Reserve Forces Training Area, Dublin, Calif. (Energy), and Fort Buchanan, Puerto Rico (Water). In addition, the Army Reserve successfully completed sustainability projects that include use of hydrogen fuel cells at Camp Parks (150kw), and substantial water use reduction at Fort Buchanan. More projects are scheduled, and the large-scale (1Mw+) grid storage being designed for Fort Hunter Liggett—coupled with three solar array pieces—will help the installation achieve Net-Zero.

**Network:** This past year, the Army Reserve Chief Information Officer made substantial progress redesigning our network architecture and infrastructure, launching several initiatives that improved functionality and security. Of particular note was the successful design and construction of a comprehensive Continuity of Operations (COOP) plan that will protect critical data in case of an emergency disruption in the Army Reserve network. We also implemented a planned obsolescence replacement strategy resulting in upgrading one-third of the computers and peripherals for Army Reserve business class users.




Cpl. Adam Lucas and Spc. Chung Lee, participate in the 10km ruck march during the 2012 Best Warrior Competition at Fort McCoy, Wisconsin.



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As a trained, ready and resilient force, the Army Reserve is prepared for a broad range of operations, responding to domestic disasters while protecting national security interests around the globe.





## ARMY RESERVE STRATEGIC PRIORITIES

- ★ Provide trained, equipped, ready and accessible Soldiers, leaders and units to the Total Force in support of the full range of planned and contingency operations.
- ★ Develop Army Reserve 2020 as a versatile mix of enabling capabilities as part of Army 2020 and Joint Force 2020.
- ★ Sustain our high-quality all-volunteer Army Reserve composed of resilient Soldiers, Civilians, and Families—representing the best of America’s private and public sectors.
- ★ Foster growth of adaptive leaders in the Army profession to meet 21st century requirements—including training, education and experience in joint, interagency and other broadening assignments.
- ★ Sustain and enhance Total Army capability through employer partnerships and an innovative force mix that facilitates movement of Soldiers between active and reserve duty.
- ★ Foster a culture of cost management in the Army Reserve that guarantees effectiveness while achieving business efficiencies and audit readiness.

To advance these priorities the Army Reserve must:

**OBTAIN FROM CONGRESS FULL SUPPORT AND NECESSARY AUTHORITIES, IN ACCORDANCE WITH THE ARMY RESERVE FY 2014 BUDGET REQUEST**

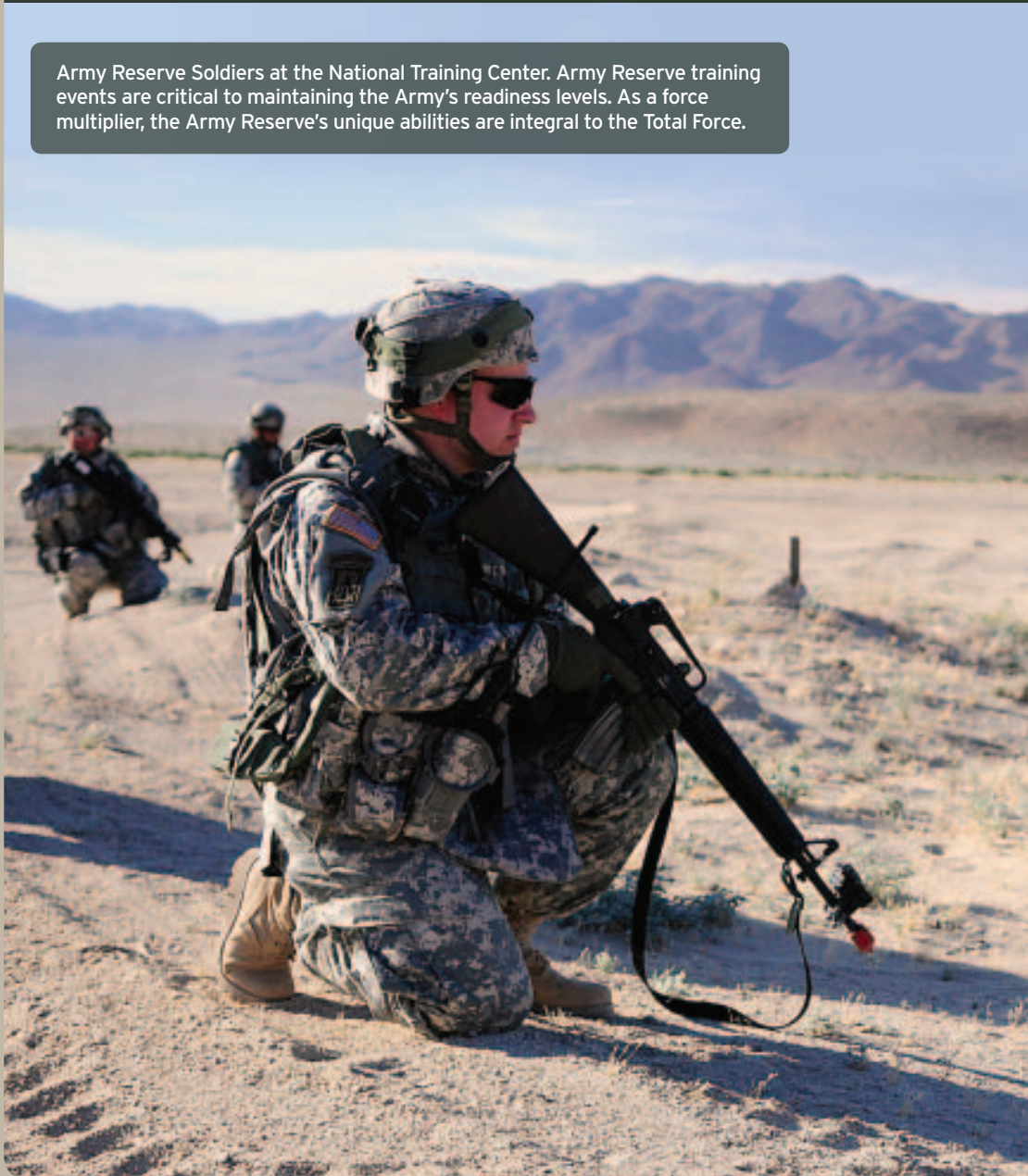
## THE PRESIDENT’S BUDGET

THE PRESIDENT’S BUDGET WILL ALLOW THE ARMY RESERVE TO:

- ★ Continue Army Reserve Internal Transformation to an *enduring* Operational Force
- ★ Shape Army Reserve end-strength by recruiting new Soldiers, retaining the best and brightest, and transitioning active component Soldiers into an Operational Army Reserve force
- ★ Equip units and Soldiers to train and fight in full range of military operations to achieve U.S. objectives and ensure national security
- ★ Provide quality medical and dental services and support to Soldiers and their Families
- ★ Sustain quality Army Reserve installations and facilities

# THE POSTURE OF THE ARMY RESERVE: TODAY'S READINESS AND STRATEGIC AGENDA

Army Reserve Soldiers at the National Training Center. Army Reserve training events are critical to maintaining the Army's readiness levels. As a force multiplier, the Army Reserve's unique abilities are integral to the Total Force.



**The Army Reserve, hardened and honed by 11 years of war, operational and complementary to the active component, provides essential enabling forces to the Army and the nation. As the Nation ends operations in Afghanistan and enters an era of constrained resources, the Army Reserve will remain a key sustaining force and a cost-effective federal force provider, critical to the National Military Strategy.**

In order to ensure that the Army Reserve provides the necessary capabilities for the Army to meet requirements in support of the National Military Strategy, seven critical needs have been identified: Care of Army Reserve Soldiers, Civilians and Families; additional Full Time Support; sustainment of operational capability; support of Combatant Commander (COCOM) Theater Security Cooperation (TSC) needs; elimination of the “mobilization offset”; the Army Reserve Facility Investment Strategy; and modernized equipment commensurate with that of the rest of the Army.

## **Care of Army Reserve Soldiers, Civilians and Families**

While the Army Reserve received increased funding for Health Promotion, Sexual Harassment Assault Response and Prevention, and Suicide Prevention, continued support is needed to fully implement these initiatives and emerging requirements associated with the Ready and Resilient Campaign plan requirements. As part of our Soldier for Life efforts, we are committed to taking care of our wounded warriors, managing career progression opportunities, assisting with civilian employment and providing transition services. We recognize that the quality of life for Army Families is key to readiness and has a profound impact on retaining ready Soldiers.

## **Full-Time Support (FTS)**

FTS is fundamental to readiness in Army Reserve units and essential to maximizing training for Reserve Soldiers by preparing for training, accounting



for property, providing pay and administration for Soldiers, and maintaining equipment. These duties fall upon our Active Guard and Reserve (AGR) Soldiers and Military Technicians (MILTECHs) assigned to units for those specific purposes.

As part of our Soldier for Life efforts, we are committed to taking care of our wounded warriors, managing career progression opportunities, assisting with civilian employment and providing transition services.

Although the Army Reserve End-Strength Objective has remained at 205,000 Soldiers, force structure has changed considerably over the past few years. Between FY12 and FY15, the Army Reserve will have invested 10,416 authorizations in new operational units to meet critical Army requirements using outdated structure.

In terms of Full Time Support, the Army Reserve is resourced at only 13 percent of total Army Reserve endstrength (Army Reserve endstrength includes drilling members, full-time support, military technicians and civilians). Since 2001, the Army Reserve has offset shortfalls in AGRs-filled full-time staffing requirements through mobilizations and Active Duty for Operational Support (ADOS). As the authority to mobilize ends, the Army Reserve will be reviewing its full-time manning requirements and determine if a different drilling and full-time staffing proportions are required for the Army Reserve in the future.

### Sustainment of Operational Capability

The Army Reserve has the capacity to provide more than 24,000 Soldiers in units annually to satisfy the war-planning requirements of the Department of Defense. More than 90 percent of these Soldiers/units are required in the first 45 days of war-planning requirements. These

units complementary to the active component are required to meet COCOM needs, and are critical to theater operations and buildup, and sustaining the warfight. Investment in the Army Reserve's base budget to sustain this capability facilitates the preparation of these forces to meet war-plan timelines—in manning, training, installation support, and sustaining programs. The continued support for these programs is essential to Army Reserve readiness.

### Support to ASCC and COCOM TSC Needs

As we move to regionally aligned forces and conduct shaping operations, using readiness that has been achieved through the force generation construct is a sound and fiscally prudent use of taxpayer dollars and the Soldier's commitment. Execution can be voluntary or involuntary, in support of COCOM Theater Security Cooperation Plans. We envision short duration missions continuing to be voluntary, while assignments longer than 30 days will rely on 12304b involuntary unit mobilization authority from the Secretary of the Army. In these later cases, the

COCOMs must specifically plan and budget for mission requirements in order to comply with the language of 12304b. We will help them do this through coordination with embedded Army Reserve liaisons in their headquarters and in the Army Service Component Commands (ASCCs) that support each COCOM.

### Elimination of the “Mobilization Offset”

The “mobilization offset” is a concept that assumes that Soldiers will not participate in any Annual Training (AT) or Inactive Duty Training (IDT) in the year they deploy. This “offset” planning assumption, provided by the Army and Joint Staff Planners, no longer reflects the current or projected operational needs of the Total Force. Examination of detailed records over the past two years shows that deploying Soldiers perform, on average, 100 percent of AT and 75 percent of IDT in the fiscal year they deployed. The participation rate, which historically captures individual levels of performance, as well as policy changes, will account for any decrease in AT / IDT execution. Employing a “mobilization offset” and applying the participation rate

An Army Reserve Soldier stands in formation with fellow Soldiers.





Female Soldiers are an integral part of the Army Reserve, representing nearly 23% of our force. Women are eligible for the vast majority of jobs in the Army Reserve, and they hold key leadership positions that are critical to the future of both our force and the Total Army.



double-taxes the Army Reserve's appropriations, requiring the Army Reserve to reprioritize funding in its personnel appropriations to ensure sufficient funding for training is available in the year of execution.

### Facility Investment Strategy

The Army Reserve requires a funded Base Operations Support (BOS) program that provides basic services across the command within the framework of a funded Army Reserve Facility Investment Program. As the Army's force structure continues to adjust, it becomes vitally important to maintain a proper balance of Sustainment / Restoration / Modernization (SRM), Military Construction (MILCON), and demolition and disposal funds to support the Army Reserve Facility Investment Strategy. The Army Reserve is fully committed to energy management and requires continued support to fully implement energy-saving capital investment initiatives that will provide value to the taxpayer when the energy savings are realized. As an operational force, the Army Reserve is required to provide and maintain facilities for reconfigured Army Reserve units, in a manner that meets operational requirements of emerging doctrine in support of the Total Army mission.

### Modernized Equipment Commensurate with Army Standards

Equipping is a critical pillar of the Army Reserve's operational capability to meet the demands and preparedness required of an operational force and first federal responder to homeland events. The Army has made significant improvements in equipment on-hand and modernization of the Army Reserve. It is vital for interoperability and optimal performance for our Soldiers to receive the same levels and quality of equipment as the Active Component and Army National Guard. This effort is also critical to maintaining the levels of readiness and training necessary to be fully prepared when called to service. Modernized equipment is necessary to effectively train Soldiers to perform their designated missions. Anything less accepts increased risk in safety and the readiness of our Soldiers.

Additionally, it is essential that the Army Reserve receive sufficient resources to ensure that its major end-items are processed into the depot maintenance program, as scheduled. This is especially critical given our large inventory of trucks and watercraft, which form the backbone of our units.

### PROVIDING UNIQUE CAPABILITIES:

#### Army Reserve Soldier Receives Top Presidential Award for Scientific Excellence

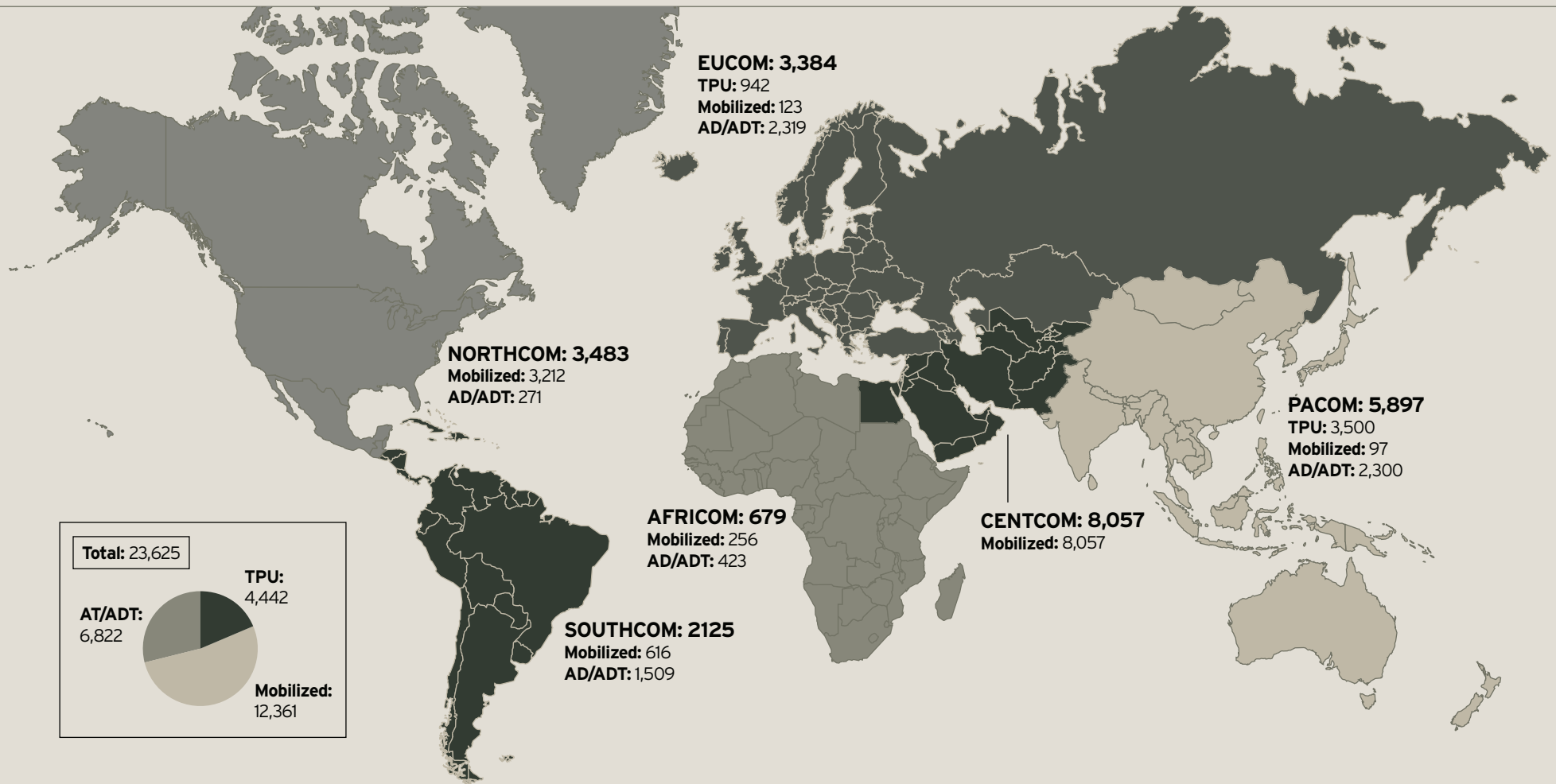


Capt. Maria Urso, an Army Reserve Individual Mobilization Augmentee and researcher at U.S. Army Research Institute of Environmental Medicine, was among nearly 100 scientists and engineers to receive the Presidential Early Career Award for Scientists and Engineers. It is the highest government honor bestowed on science and engineering professionals in the early stages of their research careers. She received the award for her contributions in the area of cellular mechanisms of musculoskeletal injury and repair, and for her service to both military and civilian communities. Capt. Urso embodies the Soldier for Life concept—her continued service in the IMA program allows this former active component officer to maintain ties to both the military and civilian communities. "To be recognized for the work you are doing... and the contributions you have made to the community. There is no greater honor at this point in my career."

# ARMY RESERVE COMMITMENTS

**23,625 Army Reserve Soldiers are currently supporting operations around the world\***

The Army Reserve continues to provide critical enabling capabilities worldwide, supporting the Total Force across a range of military operations. Missions include theater security cooperation, humanitarian assistance and contingency operations. Army Reserve Theater Commands are uniquely capable of providing global support—addressing specific and emerging geographical and political issues as they arise. Missions include theater security cooperation, humanitarian assistance and contingency operations.



\*As of Feb. 22, 2013. Does not include Individual Ready Reserve and Individual Mobilization Augmentee Soldiers. Source: MDIS Mobilization and Deployment Tracking Information System



# THE FY 2014 BUDGET REQUEST: THE DIRECTION FORWARD



The Army Reserve strives to create leaders through the best training, the best equipment and the best career skills.

## READINESS

### CRITICAL READINESS PROGRAMS THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

- Sustain modern training equipment, facilities and installations that support rapid mobilization capabilities
- Protect the force, provide physical security and facilitate management of the Physical Security Program

### Sustain an Operational Army Reserve

The Army Reserve provides operational capabilities and strategic depth to the Army in order to meet national defense requirements across the full range of military operations and participates in a full range of missions that support force generation plans. Units and individuals participate in an established cyclic—or periodic cycle of—readiness that provides predictability for combatant commands, the Total Force, service members, their Families, and employers. In their strategic roles, units and individuals train, or are otherwise available, for missions in accordance with the National Defense Strategy. This force provides strategic depth, and is available to transition to operational roles whenever needed. Accordingly, it is critically important that the Army Reserve provide capabilities and generate a force that is available to support Army needs. Properly sustaining the Army Reserve as an operational force means continuing success in ongoing operations in which the Army Reserve now plays a vital role, as well as in future contingencies in which it will continue to play a critical role. The Army Reserve was successful in obtaining an approved training strategy to provide trained companies, brigade and battalion staffs to combatant commanders upon mobilization.



## Homeland Operations

Homeland Defense, Homeland Security, and Defense Support to Civil Authorities: these important missions require the unique enabling capabilities resident in the Army Reserve. Today, the Army Reserve provides seven aviation units in support of the Defense Chemical, Biological, Radiological and Nuclear (CBRN) Response Force (DCRF). These units work directly with their active-duty counterparts as the initial Title 10 response force for CBRN or terrorist incidents.

Responding to Defense Support to Civil Authorities (DSCA) situations, the Army Reserve provides Emergency Preparedness Liaison Officer (EPLO) personnel. These Soldiers conduct valuable operations at the federal, state and local emergency operations centers during all phases of incident management operations. The Army Reserve provides access to additional incident response forces including, but not limited to, the following types of units: medical, aviation, transportation, engineering, communications and logistics. These capabilities can be packaged with appropriate command and staff structure to facilitate assistance to civil authorities. This packaging also provides necessary command and control to Title 10 Department of Defense resources in a defined joint environment. With the recent enactment of National Defense Authorization Act of 2012, the Army Reserve can now provide significant resources to support civil authorities in domestic disasters and emergencies.

The Army Reserve's FY14 budget request properly funds the operational reserve to ensure the force structure required for homeland operations. The requirement to maintain a specific portion of our Soldiers on duty to support DCRF mission response time is critical to mission accomplishment and success. The national level response goal is to save lives and conduct search-and-rescue operations in the first 72 hours of an incident, requiring immediate access to

Army reserve forces for these critical missions. Resourcing to purchase and maintain specialized commercial off-the-shelf equipment facilitates interoperability between the Army Reserve forces employed at an incident location with federal, state, and local first responders.

The Army Reserve provides operational capabilities and strategic depth to the Army to meet national defense requirements across the full range of military operations, and it participates in a full range of missions that support force generation plans.

## Training an Enduring Operational Reserve

The Army Reserve executes a training strategy committed to producing trained units and staffs for 21st century operations. This requires realistic and comprehensive home

station training, supported by a sufficient number of training man-days, and an appropriate mix of live, virtual, constructive, and gaming enablers. The Army Reserve Training Strategy is responsive to ARFORGEN readiness demands and supports the Army Campaign Plan's major training objectives. The Army Reserve conducts major training events (Combat Support Training Exercises/Warrior Exercises) on a quarterly basis, year-round. With adequate resourcing, the Army Reserve can provide forces enabling the Army to Prevent, Shape and Win across the full range of its missions.

## Army Reserve Training Environment Components

The Army Reserve requires blended, integrated and distributive training capabilities (software, equipment, network capacity and facilities) to train and educate more efficiently and effectively to maximize simulation technology and home station training opportunities

Due to provisions in the 2012 National Defense Authorization Act, Army Reserve Soldiers were able to deploy to communities in New Jersey and New York to aid in relief efforts following Hurricane Sandy.





U.S. Army Reserve engineers participate in a humanitarian mission in Sarrax-Och, Guatemala. As part of the Beyond the Horizon exercise, Soldiers built a new school building for the more than 250 kids who attend school in this remote village.

to save time and money. Home station training capabilities must replicate complex environments that develop leaders, Soldiers, and units for Unified Land Operations.

#### **Mission Command Training**

The Army Reserve, with support of HQDA and the National Simulation Center, developed a “distributive simulation capability” (DSC) that addresses intensified focus on Mission Command training and expands remote access to our units without increasing facility, travel or manpower requirements. DSC delivers constructive operating environments through the use of a portable hub/spoke methodology.

#### **Simulators and Simulations**

The Army Reserve continues to pursue capabilities that enable geographically separated Soldiers and units to train together. This year, we executed two proofs of principle focused on training together in real time gaming environments. First, with the support of HQDA and TRADOC, the Army Reserve successfully performed Digital Training Facility (DTF) to DTF gaming, where players in different states simultaneously trained within the same game (Virtual Battlespace 2). The second event linked gaming and constructive environments. The next step is to link virtual and live environments within a constructive event.

#### **Electronic-Based Distributive Learning**

There are currently 562 courses eligible for compensation on the HQDA approved course list. Based on available funding, the Army Reserve implemented a comprehensive program that, for the first time ever, allows commanders to compensate junior Soldiers for distributed learning course completion. We will continue to revise this program to meet Soldier demand and available funding. We believe continued support of this compensation plan is pivotal to reduce Professional Military Education (PME) backlog, increase DMOS qualification, and ensure Soldiers receive Common Military Training, while supporting Army readiness requirements.

Home station training capabilities must replicate complex environments that develop leaders, Soldiers, and units for Unified Land Operations.

#### **Protect the Force, Physical Security and Management of the Physical Security Program**

The Army Reserve faces unique challenges and vulnerabilities when it comes to Physical Security. The Army Reserve’s span of control includes personnel scattered across more than 1,200 stand-alone facilities across the continental U.S. The foundation of the physical security program is regimented oversight which identifies procedural and programmatic issues, providing commanders a means to focus and prioritize resources. Physical security inspectors and antiterrorism assessment specialists in the field mitigate these challenges.

The Army Reserve mitigates the risk of damage, destruction or loss of personnel, weapons, or equipment to criminals or terrorists by using the Intrusion Detection System (IDS).



IDS systems monitor arms rooms at Army Reserve facilities 24 hours a day. This monitoring program notifies authorities immediately should an arms room at a remote facility be breached. However, these systems require technology upgrades and maintenance, as Army Reserve facilities are distinctive as stand-alone facilities in remote parts of the country.

### **Protect the Force, Antiterrorism and Management of the Antiterrorism Program**

Provisioning antiterrorism officers at all major subordinate commands enables commanders to better protect the force.

Antiterrorism assessment specialists are the key component to the Army Reserve's Antiterrorism Program. They conduct vulnerability assessments and program reviews of Army Reserve commands and facilities across the Nation. Antiterrorism programs detect, deter and defeat threats against Army Reserve personnel, equipment, facilities and information. The scope of this mission has grown, and requires capable individuals to manage and

enact the commanders' programs. Antiterrorism officers provide the expertise and ability to synchronize command protection-based programs, which further promotes unit readiness.

### **Law Enforcement**

Additional resources are required to support law enforcement activities that provide for the protection of people, and property, and enforcement of federal, state and local laws on all five Army Reserve installations: Fort Buchanan, Fort Devens, Fort McCoy, Fort Hunter Liggett and Camp Parks, against an increasing criminal and terrorist threat. These resources provide installation commanders with a fully-trained and responsive cadre of Army civilian police and security guards. This includes support to the Military Working Dog (MWD) Program at Fort Buchanan, and support missions in the Caribbean and South America. Funding also assures deterrence, protection, and safety of Soldiers, Family members, and civilians who work, train, and live on Army Reserve installations.

### **PROVIDING UNIQUE CAPABILITIES:**

#### **Reserve Soldier Serving as the First American General Officer to a U.N. Peacekeeping Mission in over 16 Years.**



*"It's the concept of the U.N. that is so great—although there are challenges and difficulties, the underlying concept is truly the future for our planet."*

*— Brig. Gen Hugh Van Roosen*

Army Reserve Brigadier General Hugh Van Roosen is the first U.S. flag officer of any service to be appointed to United Nations duty in more than 16 years. His selection by the president as chief of staff of the U.N. Mission in Liberia is a milestone in our nation's longstanding commitment to international peacekeeping. With 40 different nations, militaries, cultures, languages, and skills scattered over a large geographic area, his extensive background as a civil affairs and Special Forces officer has been instrumental in helping to navigate the nuances of service in multinational environments. Since his arrival, the mission has helped to disarm over 100,000 ex-combatants, including some 11,000 child-soldiers, provided training to thousands of police officers and delivered critical support to the 2011 national elections. Van Roosen was recently awarded the United Nations Mission in Liberia Medal from Special Representative of the Secretary General for Liberia, Karin Landgren in October 2012.



Soldiers from the 401st Civil Affairs Battalion & 303rd MP Co. participate in training Iraqi Police.



# AN ENDURING OPERATIONAL ARMY RESERVE



## INDISPENSABLE CAPABILITIES—AT HOME AND ABROAD

**An operational Army Reserve is crucial to supporting Army and Global Combatant Command Theater Security Cooperation objectives. In addition to being utilized in the “available year,” the unit’s Soldiers and leaders will remain operationally engaged throughout the entire Force Generation cycle.**

In order to maintain a cycle of progressive readiness and ensure our ability to provide the right force at the right time, commanders will emphasize three basic lines of effort: Plan, Prepare and Provide. Plan and prepare to provide consistent, reliable and unique capabilities as required by the Total Army and Joint operational deployments.

Our Army Reserve brings skills acquired through both military training and civilian experience to the fight, providing unique capabilities to the Total Army.

## THREE BASIC LINES OF EFFORT FOR COMMANDERS



### PLAN

#### THE REGIONAL ALIGNMENT OF ARMY RESERVE THEATER COMMANDS TO ARMY SERVICE COMPONENT COMMANDS AND COMBATANT COMMANDS.

Part of the alignment is the forward positioning of full-time manning organized into Army Reserve Engagement Cells (AREC). These engagement cells will have the full spectrum of technical and tactical expertise (engineers, civil affairs, medical, logistics, etc). These engagement cells will provide direct staff planning support to

ASCCs and COCOMs and utilized direct reach-back capability to USARC and its subordinate GO theater commands. The distribution of Army capabilities, including Army Reserve capabilities, is reflected in COCOM operational plans and in COCOM requests for forces. The Army Reserve is postured to meet these requirements

through the Army Reserve Regional Alignment of Forces. The Army Reserve also provides Emergency Preparedness Liaison Officers (EPLOs) as subject matter experts in Defense Support to Civil Authorities to act as Army and DoD “first-responders” when disaster strikes.



### PREPARE

#### HOW THE ARMY RESERVE TRAINS, ASSESSES, AND CERTIFIES SOLDIERS, LEADERS, AND UNITS FOR CONTINGENT AND COMBAT MISSIONS.

This is done through participation in large Combat Training Center-like field (dirt) exercises that are exclusively focused on enablers. Exercises are broken into two types: Warrior Exercises (WAREXs) and Combat Support Training Exercises (CSTXs). WAREXs are aimed at small units and CSTXs train

larger units. Both types integrate leader and staff training. The exercises are conducted throughout the year for units from all components of the Army (Active, Guard, and Reserve), and includes units from the Navy, Marines and Air Force. In some instances, forces from allied countries have participated.

Army Reserve Soldiers and units regularly participate in ASCC and COCOM exercises. The Army Reserve will continue to refine its force generation requirements in order to meet future Theater Security Cooperation, institutional and exercise demands.




### PROVIDE

#### THE ACTUAL DEPLOYMENT OF ARMY RESERVE SOLDIERS AND UNITS IN SUPPORT OF A MISSION REQUIREMENT.

These requirements can be planned and scheduled to meet a forecasted need by an ASCC or COCOM or they can be in response to a sudden need that was not foreseen. The Army Reserve provides Contingency and Specialized Forces and Defense Support to Civil Authorities (DSCA) not available in the

active component. The Army Reserve always maintains a proportion of fully trained and ready forces (about 25,000) for immediate use. These Soldiers and units have been identified in advance and have made the necessary arrangements with their families and civilian employers. Most of the theater

commands in the Army Reserve have the capability to directly deploy Soldiers and detachments to meet select needs; not all Army Reserve Soldiers and units need to go to a mobilization site to prepare for deployment.



To assist Soldiers with finding employment, The Army Reserve launched the Employer Partnership Program in 2008. Through this partnership, service-members can leverage their military training and experience for career opportunities in the civilian job market, with national, regional, and local partner companies.

## HUMAN CAPITAL

### HCCE PRIORITIES THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

- Balance Manning for the Operational Reserve
- Improve the Troop Program Unit (TPU) Career Management Office
- Enhance the Medical-Dental Readiness Posture
- Enhance the Resilience and Readiness of Soldiers and Families
- Transform the Employee Partnership Office (EPO)

### Personnel

#### **Balance Manning for the Operational Army Reserve:**

Our highest priority is to maintain manning levels sufficient to provide required capabilities to the Total Force. This requires a combination of management practices and initiatives to shape the force, including innovations within our core competencies of transition, retention and promotion.

Transition and retention incentives are important elements of the overall manning strategy. The Army Reserve faces challenges in sustaining adequate strength for mid-grade officers and noncommissioned officers. We must focus on both retention and accession of mid-grade talent from the transitioning pool of active component Soldiers.

During 2012, the Army Reserve incorporated efforts with the Army Transition Policy and the Veterans Opportunity to Work (VOW) Act, to include the implementation of an Army Reserve pilot program at seven active component installations that focused on holistic career counseling, highlighting the benefits of continuing service in the Selected Reserve, as well as employment assistance. The intent is to facilitate filling mid-grade Army Reserve



vacancies with experienced active component Soldiers following their release from active duty. These efforts and programs also strive to mitigate the negative impact of multiple deployments, as many Soldiers returning to civilian lives and careers face unemployment or underemployment.

We must retain experienced Troop Program Unit (TPU) Soldiers by offering them opportunities to grow and advance in both their military and civilian careers. There are 1,600 Army Reserve Career Counselors worldwide engaged in aggressive retention, transition and career management programs for our TPU Soldiers. The Employer Partnership Office complements these efforts with civilian employment assistance. Career Managers focus on retention of the 17,000 Troop Program Unit officers, and conduct career management forums across the country to directly assist and support the officer's careers.

Troop Program Unit Soldiers face ongoing challenges associated with increased travel distances from their homes of record to unit locations. Soldiers—as a part of their professional development, career progression or the needs of the Army Reserve—are faced with decisions to accept out-of-pocket travel costs for participation in distant unit battle assemblies, or forgo opportunities and not participate. This situation is most prevalent for our leaders and Soldiers with low-density skills. Resources for travel and lodging-in-kind for Soldiers traveling outside a 150-mile commuting distance contribute to retaining Soldiers with needed experience and skills.

## Health Care

### Medical Non-Ready Initiative:

The Army Reserve will improve management of Soldiers who are not medically ready through increased use of the Medical Protection System (MEDPROS) and the electronic profile. MEDPROS is integrated with the Medically Non-Deployable Module for creating and tracking medical profiles, and with the Line of Duty Module for generating

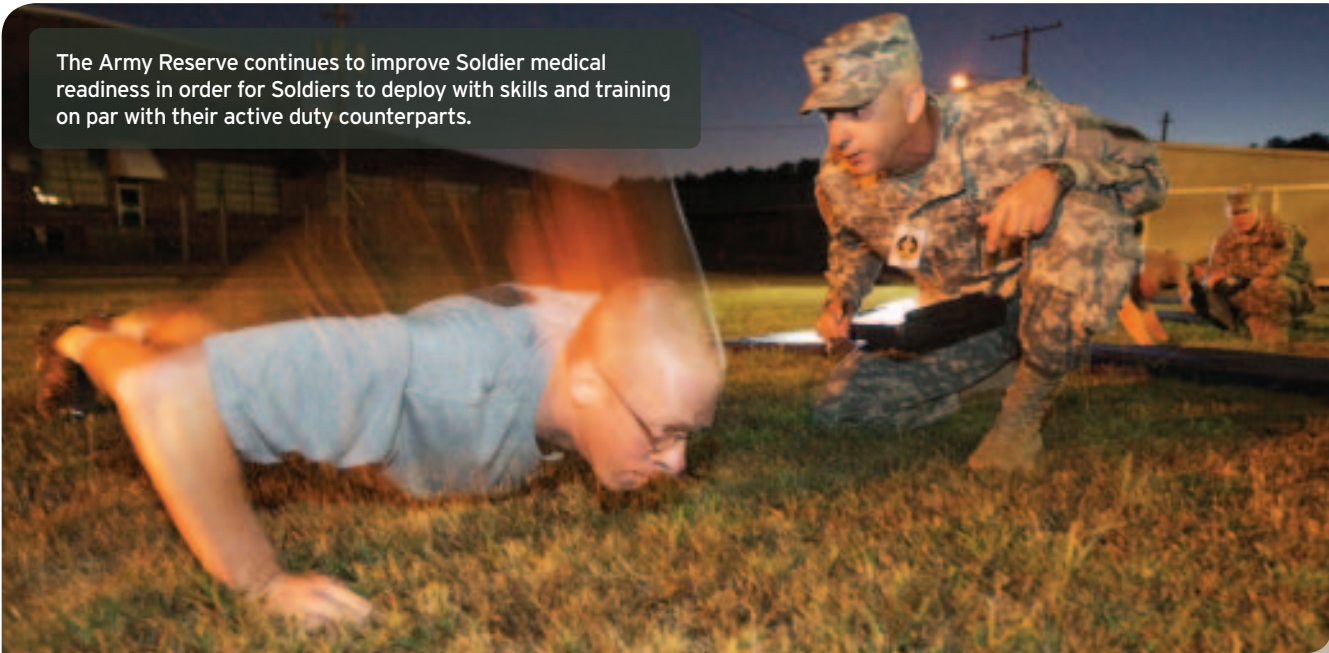
electronic line of duty and incapacitation pay B. The initiation of case management, standardization of medical board packets, commencement of the Medical Management Activity profiling rapid evaluation process and establishment of the Reserve Component Soldier Medical Support Center are initiatives to improve the medical management process. The Army Reserve augmented its administrative processing capabilities with Active Duty Operational Support (ADOS-RC) staff in order to expedite medical board evaluations and minimize hardships to both Soldiers and Families—with a view toward returning the Soldiers to our formations.

### Force Health Protection for Medical and Dental Readiness:

The Army Reserve will continue to optimize medical screening across the force and employ the Army Selected Reserve Dental Readiness System (ASRDRS) to provide dental exams and treatment in support of achieving Department of Defense medical and dental readiness

standards. Ensuring individual readiness is an important component of maximizing the Army Reserve's capabilities to focus on mission-oriented training, mobilization and deployment requirements.

The Deployment Health Assessment Program (DHAP) supports proactive health screenings to promote the health and well-being of the Army Reserve, by identifying and addressing the behavioral and physical health concerns of deploying and redeploying Soldiers. The DHAP uses three Deployment Health Assessment (DHA) screenings as integral steps within the deployment/redeployment process. After Soldiers have completed their DHAs, the program's mission aids Soldiers and units in completing all Department of Defense requirements, and in obtaining follow-on medical care for further evaluation as behavioral or physical health concerns are identified. The Army Reserve currently conducts the DHA, but tracking Soldiers through authorizations for care following each DHA is a new requirement.



The Army Reserve continues to improve Soldier medical readiness in order for Soldiers to deploy with skills and training on par with their active duty counterparts.

Staff Sergeant James Mooney and three-year-old daughter, Adison, participate in Family Readiness Training.



The Army Reserve is essential to medical support readiness through training at the Regional Training Sites Medical (RTS-MED). The RTS-MED provides support to the entire force, including the Army Reserve, the active component Army, and sister services with medical specialty-sustainment training, associated medical certifications and key medical information systems training. The RTS-MED program also provides collective medical training that improves unit readiness by providing highly realistic, stressful, joint- and combined-arms training across the full spectrum of conflict. The three centralized RTS-MED locations are equipped with highly technical medical equipment sets to support all units. By providing the equipment at RTS-MED sites, the cost of supporting a Combat Support Hospital is reduced by 80 percent, as compared with providing equipment to individual units for training. The RTS-MED program is a cost-effective, integral part of keeping American armed forces prepared for contingencies and crises, at home and abroad.

#### **Resilience through Support and Outreach Programs**

The Army Reserve is working to become a more resilient force. We are committed to building our individual and

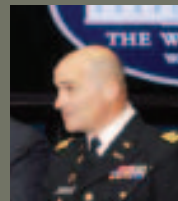
collective strength—physically, emotionally, socially, spiritually and within our Families.

The Army Reserve has established Directors of Psychological Health, one located at each Regional Support Command, who provide Army Reserve Soldiers support in addressing mental health, financial, relationship and other challenges. They also provide education and training to commanders and their staffs regarding how to help those with a behavioral health-related diagnosis. In addition, the Army Reserve is working to resource full-time Suicide Prevention Program Managers for the Army Reserve's Major Subordinate Commands. We will continue appropriate actions to promote health and identify at-risk Soldiers, with an emphasis on encouraging Soldiers to seek help for behavioral health issues as a sign of strength and maturity.

The Army Reserve is committed to providing its Soldiers, Families and civilian employees a positive command climate. Resourcing a robust Sexual Harassment Assault Response and Prevention (SHARP) program will educate and train both Soldiers and leaders not to tolerate inappropriate behavior and to respond appropriately to incidents. Although SHARP is programmed for

#### **PROVIDING UNIQUE CAPABILITIES:**

**An Army Reserve Officer Who Researched the Effectiveness of Energy-Saving "Micro-Grid" Technology was Among Nine Americans Honored as "Champions of Change" by the White House.**



As a civilian, Dr. Alan Samuels works as a research chemist at Edgewood Chemical Biological Center at Aberdeen Proving Ground, Md. As an Army Reserve lieutenant colonel, he deployed to Afghanistan, where he supported the efforts of the Army's Research, Development, and Engineering Command to evaluate better ways to more efficiently use energy in a combat environment. Micro-grid technology, Samuel said, makes the whole system more efficient. "So what these computer technologies do as components of the micro-grid systems is sense the load and only turn on those generators that are needed. Reducing the amount of fuel used in theater is not just an environmental concern, or even a cost concern—it's a concern for the lives of Soldiers."



POM 14-18, resources are being reallocated internally to cover SHARP in FY 13.

### **Family Programs Outreach Support**

The Army Reserve has an enduring Family Programs support requirement, with a unique service-delivery footprint of geographically dispersed Soldiers and Families. Our delivery model integrates a virtual installation concept with an outreach strategy to fill in gaps. The two primary components are the Fort Family Outreach Support Center and the Army Strong Community Centers (ASCCs), both designed to provide assistance to Soldiers and Families in the communities where they live. The Fort Family staff members are solution developers for quality-of-life issues, to connect “people to people.” The Fort Family program provides a single entry point of support for commanders, Soldiers and Families, 24/7. Fort Family proactively reaches out to units providing vital support to the Army Reserve Family Programs (ARFP). The ASCCs connect Soldiers and Families with services that exist in the community and also build community-based capacity while fostering effective federal, state and local partnerships. There are six sites in operation: Rochester, New York; Brevard, North Carolina; Coraopolis, Pennsylvania; Oregon City, Oregon; Walker, Michigan; and Bristol, Connecticut.

### **Spiritual Fitness**

Strong Bonds is a commander’s chaplain-led program that provides relationship-skills training for married couples, Families and single Soldiers. It greatly improves Soldier and Family resilience, supports retention and enhances Soldier and unit readiness. Our Army Reserve Soldiers and Families not only face the stresses of repeated deployments, they also face day-to-day stress from employment, unemployment and financial challenges.



Recognizing that Soldiers with strong relationships make better Soldiers, the Strong Bonds program involves relationship skills building training and support and is available to all Reserve Soldiers and their families.

### **Employer Partnership Office (EPO)**

Most Army Reserve Soldiers and Families are dependent on civilian employment for their financial well-being. The Army Reserve has a vested interest in optimizing the effectiveness of the federal government and DoD support to our Armed Forces by supplementing their efforts with specialized employment support staffing.

Army Career Employment Specialists (ACESs), Transition Employment Liaisons (TELs) and Senior Subject Matter Experts (SSMEs) assist in the development, fielding and administration of the Army Reserve Employer Partnership Program. Collectively, they foster initiatives to build and maintain enduring employer partnerships that increase Army Reserve Soldier

employment opportunities, with emphasis on medical, engineering, telecommunications, transportation and logistics, law enforcement, and civil affairs specialties. The TELs are participating in a pilot program at seven active component installations to provide personalized employment assistance in support of the VOW Act. The ACESs are aligned with the Army Reserve structure to provide services on a regional basis to all Army Soldiers and Families, and occasionally back-up services to veterans and other military service members. In order to focus our efforts on linking Army Reserve skills and capabilities with employer partners in mutually beneficial relationships, the EPAF portal migrated to enhance the OSD-RA’s Hero 2 Hire (H2H) jobs portal.

# THE HISTORY OF AMERICA'S ARMY RESERVE



Stand Your Ground. On 19 April 1775, Captain John Parker was alerted to mobilize the minute-men. (National Guard Heritage Painting.)

**The concept of the citizen soldier in America extends back to the colonial period. On 23 April 1908, Congress passed legislation creating the Medical Reserve Corps, authorizing the Army to acquire a reserve pool of medical officers who could be ordered to active duty in the event of an emergency. The National Defense Act of 1916 created an antecedent for the permanent Army Reserve organization of today.**

American Troops Advancing, into Northern France, Harold Brett. (Courtesy of the Army Art Collection, U.S. Army Center of Military History).



Go For Broke, France, October 1944. H. Charles McBarron. (Courtesy of the Army Art Collection, U.S. Army Center of Military History)



## EARLY MOBILIZATIONS

The first mobilization of Army Reserve Soldiers occurred during the Mexican "Punitive" Expedition (1916-1917) to capture General Francisco "Pancho" Villa, with 3,000 Soldiers answering the call to duty.

In World War I (1917-1918), the Army mobilized 89,500 Army Reserve officers, one-third of which were medical doctors. More than 80,000 enlisted Army Reserve Soldiers served, with 15,000 assigned to medical units.

During World War II (1941-1945), the Army mobilized 26 Army Reserve infantry divisions. Approximately a quarter of all Army officers who served were Army Reserve Soldiers. More than 200,000 Army Reserve Soldiers served in the war.



Withdrawal From KAT'O-RI,  
Master Sergeant Henrietta  
Snowden. (Courtesy  
of the Army Art Collection,  
U.S. Army Center of  
Military History).



## KOREA

The Korean War (1950-1953) saw more than 240,000 Army Reserve Soldiers called to active duty. That large number reflected the Army's need for organized, trained personnel in a short period of time. More than 70 Army Reserve units served in Korea. During the late 1950s, the Army Reserve became increasingly combat support and combat service support oriented.

Convoy from Cu Chi to Tay Ninh,  
Vietnam 1967, William Linzee  
Prescott. (Courtesy of the Army  
Art Collection, U.S. Army Center  
of Military History).



## VIETNAM

In 1968, the first Army Reserve units were ordered to active duty for the Vietnam War. There was no large-scale call-up for Vietnam since President Johnson favored a minor role for the Army Reserve and other reserve forces. Ultimately, some 5,900 Army Reserve Soldiers, comprising 42 units, were ordered to active duty, with 3,500 soldiers in 35 units serving overseas.

Saudi Arabia, January 1991. The  
316th Quartermaster Company  
distributes water at an XVIII  
Airborne Corps site in central  
Saudi Arabia. (An Army  
Reserve Historical Painting.)



## DESERT SHIELD/DESERT STORM

Although the Army Reserve has been involved in several operations since the Vietnam War, it was the invasion of Kuwait by Iraq in 1990 that led to the largest call-up of Army Reserve Soldiers during wartime since the Korean War. More than 84,000 Army Reserve Soldiers provided combat support and combat service support to the United Nations forces fighting in the Persian Gulf and site support to the armed forces of the United States elsewhere in the world. Of that number, over 40,000 Army Reserve Soldiers deployed to Southwest Asia for Operation DESERT SHIELD/DESERT STORM (1990-1991). Included in the call-up were 20,000 members of the Individual Ready Reserve. Other operations followed, including the peacekeeping mission in Bosnia-Kosovo (1995-present).

During Operation IRAQI  
FREEDOM, the 459th Engineer  
Company (Multi-Role Bridge),  
an Army Reserve unit from  
Bridgeport, West Virginia,  
lays an aluminum float ribbon  
bridge under enemy fire across  
the Diyala River southeast  
of Baghdad.



## GLOBAL WAR ON TERRORISM

On 11 September 2001, terrorists attacked the World Trade Center in New York City and the Pentagon in Washington, D.C. On 14 September 2001, President Bush ordered a partial mobilization of reserve forces. Since this order, the Army Reserve has mobilized 210,069 Soldiers for the Global War on Terrorism.



As part of the Army Reserve's commitment to efficient energy, sustainability and cost-saving measures, all new Army Reserve centers are constructed in order to achieve LEED Silver status.

## Services and Infrastructure

### CORNERSTONES OF THE ARMY RESERVE FACILITIES INVESTMENT STRATEGY TO INCREASE EFFICIENCY AND REDUCE COSTS

- **Sustain:** Repair, improve and sustain existing facilities
- **Enhance:** Improve existing facilities
- **Dispose:** Reduce inventory and cost through an aggressive disposal system
- **Construct:** Build out critical facilities

### MILCON

Even during a period of reduced resourcing and drawdown, the Army Reserve must have MILCON funding to maintain and enhance unit readiness and capability. Approved MILCON projects have helped us construct new centers and renovate facilities to meet American Society of Heating and Refrigerating Air-Conditioning Engineers (ASHRAE) standards, in accordance with the Army's 1:1 disposal and demolition policy. However, a MILCON reduction will cause a continuous negative cascading effect on projects through the FYDP. Procurement and installation of Fixtures, Furniture and Equipment (FFE), National Environmental Protection Act (NEPA) requirements, and information technology and security equipment are additional costs that must be addressed.

### Facility Sustainment, Restoration and Modernization and Energy Security

Sustainment, the cornerstone of proper facilities stewardship, must be consistently resourced at 90 percent of the Department of Defense Facilities Sustainment Model (FSM) requirement in order to exercise proper facilities stewardship (i.e. halting deterioration, improving building systems quality and preventing



sustainment migration). Sustainment funding is needed to achieve the estimated 60 years of average facility service life that supports the Army Reserve's future operational requirements. Restoration and modernization enhancements are increasingly advantageous for the Army Reserve, as we anticipate increased efficiencies in military construction. The Army Reserve has programmed the necessary energy security and sustainability funding to meet the minimum level of energy and sustainability initiatives necessary to meet federal mandates. The Army Reserve has been directed to comply with Congressional and Executive Orders regarding sustainability, energy metering, green house gas emission reductions, energy consumption and security, expanding use of renewable energy sources—achieving “Net-Zero” in water usage, waste and energy, and operational energy requirements.

### **Army Reserve Cemetery Management**

The Army Reserve, as a result of several Active Army Installation closures and Base Re-Alignment and Closure (BRAC) legislation, received property transfers which arbitrarily included some cemeteries. Dedicated funding for Cemetery Management has been included in the President's FY14 Budget. The initial funding level was based on a data call for past expenditures. Future Army Reserve budgets will continue to address the total requirements in this visible area that appropriately honors our fallen.

### **THE NETWORK**

The Army Reserve's readiness, responsiveness and agility rely on the quality of the Army Reserve Network. The Army Reserve Network provides the underlying network infrastructure to support geographically dispersed Army Reserve leaders Soldiers and units.

The Army Reserve portion of the Army's network, LandWarNet, must be able to provide Soldiers, civilians and mission partners the information they need, when they need it, and in any environment. In order to accomplish this, the Army Reserve's network must be completely integrated and interoperable. The Army Reserve, in conjunction with the Army, is pursuing critical initiatives to build enterprise network capabilities, including an enterprise e-mail, calendar sharing, and an ID management services standard common operating environment and network security. These initiatives will increase warfighting effectiveness through enabling collaborative planning, virtual training, and simulations at home station, while improving network security.

The Army Reserve, in conjunction with the Army, is pursuing critical initiatives to build enterprise network capabilities, including an enterprise e-mail, calendar sharing, an ID management services standard common operating environment and network security.

### **SECURE COMMUNICATIONS**

Secure Communications are essential and mandatory, particularly with Command and Control (C2) for mobilization. Secure Internet Protocol Router (SIPR) and Secure Video Teleconference (SVTC) for all battalion-level and above units are powerful enablers in an operating environment. The warfighting information technology and communication services must work to allow Army Reserve Soldiers to participate in simulation training that link them on the battlefield with space-based command posts. To achieve and maintain an information advantage, providing SIPR at the battalion level is a critical investment, essential to everyday Army Reserve business operations, all warfighting systems, and all Commanders and Soldiers operating at the tactical edge.

As part of their training at Fort McCoy, Soldiers work with the Army Reserve Network, a portion of the Army Network LandWarNet, to communicate with other Soldiers, Civilians and mission partners.



An Army Reserve transportation Soldier participates in training at Fort Hunter Liggett, California.



## MATERIEL

### PRIORITIES THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

- Equip units and Soldiers to train and fight in a full range of military operations to achieve U.S. objectives and ensure national security
- Sustain quality Army Reserve installations and facilities
- Reset units, Soldiers and Families to build resilient families and communities and maintain strong employer support
- Transform generating and operating forces to sustain tiered and cyclic readiness, preparing Soldiers, leaders and units to prevail in current and future conflicts and in support of the homeland

The Army Reserve's goal is to ensure that units and Soldiers have the most modern equipment to implement, sustain and model in support of Unified Land Operations. The Army Reserve offers an array of capabilities in support of missions that vary from Homeland Defense/Defense Support to Civil Authorities to Training Divisions which can provide staff and tactical training to American and foreign militaries. The Army Reserve possesses 86 percent of its mission essential equipment, 66 percent of which has been modernized. The Army Reserve must strike a balance between sustainment of equipment on-hand and limited resources. As future Army equipping budgets decrease, the Army Reserve will have to increase its reliance on sustainment and modernization programs. The Army Reserve continues to rid its fleet of obsolete and legacy equipment that remains a financial burden to fix, store, and operate. The success

of the Army Reserve equipping modernization strategy will only be achieved through continuous investments in new procurement, recapitalization and sustainment programs.

### Equipment and Modernization

The Army Reserve's equipment on-hand has significantly improved over the last decade and continues to increase in number and modernity. Emphasis remains on eliminating obsolete equipment from requirements documents, cross-leveling within commands, and replacing older equipment with modernized equipment. Approximately 86 percent of authorized equipment is on-hand with 65 percent modernized. Further, some critical low density items are below 50 percent. To mitigate shortfalls, the Army Reserve processes equipment into national level maintenance programs to restore or rebuild it to like-new condition. This results in an increase in the level of modernization and in the compatibility with the rest of the Army. The Army Reserve has rebuilt 70 percent of its five ton cargo trucks, and 83 percent of its semitrailer tankers.

The Army Reserve offers an array of capabilities in support of missions that vary from Homeland Defense/Defense Support to Civil Authorities to Training Divisions which can provide staff and tactical training to American and foreign militaries.

### Property Accountability

The Campaign on Property Accountability (COPA) re-establishes and reinforces a culture of good supply discipline and property accountability practices. Initial COPA reporting to Headquarters Department of the Army started in October 2010. COPA looks at property



accountability in three performance areas: Transactional (equipment brought to record, proper accounting for excess and equipment redistribution); Property accountability health (proper accounting for lateral transfers, hand receipts and the conducting of Financial Liability Investigation of Property Loss (FLIPL)); and Clean Sweep (identifying those unneeded and unusable items for turn-in or redistribution). As of the end of third quarter FY12, the Army Reserve reported the following data for Performance Area 1: Brought to Record: 79,491 pieces, valued at \$185,906,730; Excess Equipment Redistributed: 377,395 pieces, a cost savings of \$684,558,066; and Excess Equipment Turned-in: 703,236 pieces valued at \$196,243,447.

### Logistics Automation Systems

Global Combat Support System-Army is an Enterprise Resource Planning (ERP) solution that creates a single, integrated logistics information system across the Army. This system will provide tactical units with a common authoritative source for financial and related nonfinancial data, such as information related to maintenance and supply. The system is also intended to help the Army achieve total asset visibility. GCSS-Army will be fielded in two Waves. Wave 1 (retail supply, tactical finance) fielding of GCSS-Army is scheduled for FY13 through FY15, while Wave 2 (maintenance, unit supply) is scheduled for FY15 through FY17. A support structure is in place that is fully dedicated to this effort.


### Maintained Resources for Operational Reserve Capability

The Army chose to invest in sustaining an operational capability in the reserve components during the FY 13 President's Budget, delaying reserve component equipment procurement to fund additional training

for this capability over the FYDP. FY 13-14 includes an Overseas Contingency Operation component, as operations in Afghanistan would span these fiscal years. In the outyears, all incremental funding for an operational capability was programmed in the base budget. During the recent budget build, this decision was upheld and carried forward into FY 18. An operational capability benefits the Army Reserve through predictable cyclical training and employment of units, allowing leadership to focus resources (time, dollars, manpower, and equipment) and provide predictability for Soldiers and their employers.

### Revised Training Strategy

Focused training on unit readiness recognizes the complexities and Operation Plans requirements for specific unit types. The Army Reserve operations community evaluated Combatant Command (COCOM) requirements in general and the specific requirements for each unit within the current Force Generation construct. To meet those COCOM requirements, the Army Reserve revised its training strategy to meet these new challenges. This refinement of training requirements further allows the Army Reserve leadership to focus on training readiness, while managing resources.



As Army Reserve Soldiers are designated to pump water out of areas most affected by Hurricane Sandy, a Soldier works fastidiously to secure a forklift in preparation for deployment into New York City.

# CONCLUSION: AT THE CROSSROADS

**The Army Reserve is committed to achieving the Army Reserve Vision and Strategy 2020.**

**As an enduring operational force, the Army Reserve remains a premier force provider of America's Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, the Army Reserve delivers vital military capabilities essential to the Total Force.**

Budgetary and force structure decisions today will affect the Army Reserve's ability to achieve its vision. The Army Reserve is an integral part of the Total Force, requiring legislative attention and budgetary considerations to remain operational beyond the drawdown in Afghanistan. Failure to obtain Congressional support of the President's FY 2014 budget request will result in the Army Reserve being maintained solely as a strategic reserve. As a result, the Army Reserve will be limited in our ability to meet current requirements to provide operational forces to the deployment cycle and emerging missions.

The greatest asset the Army Reserve provides our country is its high quality and devoted Warrior-Citizens. The skills they bring to the Army Reserve, their civilian employers and communities cannot be duplicated. We are committed to retaining the highly experienced, talented Soldiers needed to sustain the Army Reserve as the operational force of excellence it is today, relied upon by the Total Force.

Army Reserve capabilities are well suited to support and participate in security cooperation activities and peacetime operations worldwide. The Army Reserve must be fully integrated into Army processes with the necessary resourcing to effectively support these vital missions around the globe. Full integration will allow the

Army Reserve to retain its operational culture developed over the last 11 years of war while remaining an essential part of the operational force.

The National Defense Authorization Act of 2012 presented a significant opportunity for the Army Reserve to meet the needs of our communities. The Army Reserve can provide disaster relief and emergency management in support of civil authorities, effectively and efficiently, and can respond to requests for

emergency assistance from state governors and the President of the United States—delivering its vital capabilities wherever its expertise is needed.

Simply put, we are an Operational Army Reserve that proficiently and economically provides support to the Army and Combatant Commanders. When employed as an Operational force, the Army Reserve offers both strategic and operational depth, while providing a cost effective solution in a resource constrained environment.

## **PROVIDING UNIQUE CAPABILITIES:**

**Over the Last Decade, Thousands of Female Army Reserve Soldiers Have Deployed in Support of Operations in Iraq and Afghanistan.**



While the 1994 Direct Ground Combat Definition and Assignment Rule has been rescinded, female soldiers in the Army Reserve have been and continue to serve in combat-like roles. For Cpl. Margie Jones and Spc. Judy Sanchez, "It's just another day on the job in Bagram." The Soldiers are military police officers assigned to the Army Reserve's 539th Military Police Detachment, out of Buckeye, Ariz. Their area of responsibility includes the long expanse of wire that separates the north end of the airfield from the nearby village, otherwise known as "Sniper Alley." With each new day comes new challenges. "I love this job," Jones said. "You never know what the day will bring." Women have served in the United States Army since 1775, to present Overseas Contingency Operations.



# YOUR ARMY RESERVE

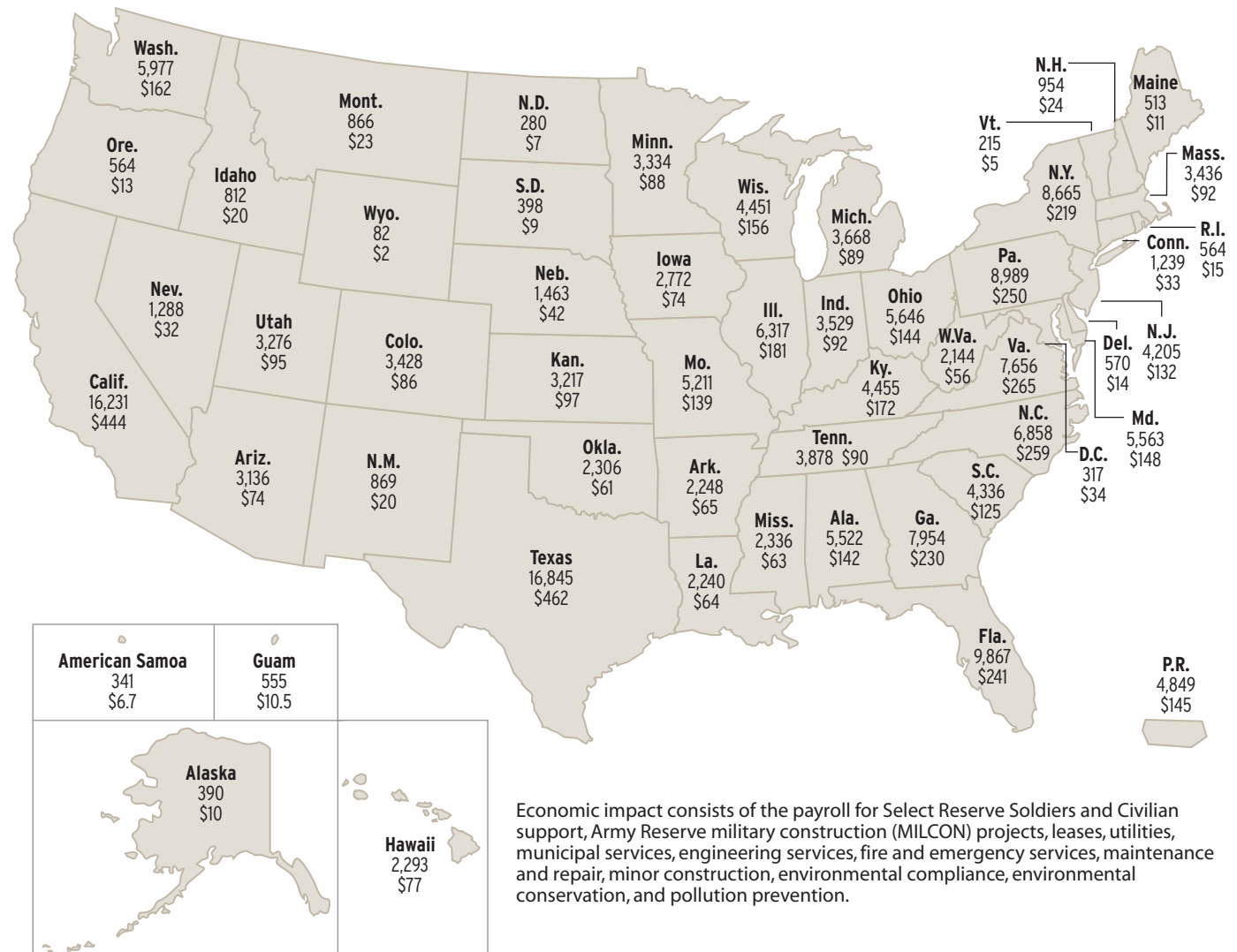


The United States Army Reserve provides trained units and qualified Soldiers available for active duty in the armed forces in time of war or national emergency, and at such other times as the national security may require. Throughout the United States, the Army Reserve has four Regional Support Commands that provide base support functions, and 13 Operational and Functional Commands available to respond to homeland emergencies and expeditionary missions worldwide.

## ARMY RESERVE SOLDIERS AND ECONOMIC IMPACT BY STATE

Dollars in Millions

All figures current as of January 2013



# ARMY RESERVE SNAPSHOT

**MISSION:** The Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements across unified land operations.

**VISION:** As an enduring operational force, the Army Reserve is the premier force provider of America's Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, we deliver vital military capabilities essential to the Total Force.

## KEY LEADERS

- ★ **The Honorable John M. McHugh**  
Secretary of the Army
- ★ **General Raymond T. Odierno**  
Army Chief of Staff
- ★ **Lieutenant General Jeffrey W. Talley**  
Chief of Army Reserve,  
Commanding General USARC
- ★ **Command Sergeant Major James Lambert**  
Interim Command Sergeant  
Major of the Army Reserve
- ★ **Major General Luis Visot**  
Deputy Commanding  
General—Operations
- ★ **Major General Glenn Lesniak**  
Deputy Commanding  
General (Support)
- ★ **Major General James V. Young Jr.**  
Chief of Staff, United States  
Army Reserve
- ★ **Mr. James L. Snyder**  
Assistant Chief, Army Reserve
- ★ **Mr. Addison D. Davis IV**  
Command Executive  
Officer
- ★ **Major General Marcia M. Anderson**  
Deputy Chief, Army Reserve
- ★ **Chief Warrant Officer 5 Phyllis Wilson**  
Command Chief Warrant  
Officer
- ★ **Mr. Stephen D. Austin**  
Director, Resource  
Management/Material  
Core Enterprise
- ★ **Brigadier General Tammy S. Smith**  
Director, Army Reserve  
Human Capital Core  
Enterprise
- ★ **Brigadier General Scott F. "Rock" Donahue**  
Deputy Chief of Staff G-3/5/7  
Readiness Core Enterprise



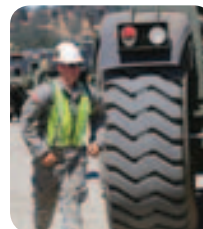
## ARMY RESERVE BASICS

- ★ **Established:** April 23, 1908
- ★ **Authorized End Strength:** 205,000
- ★ **Selective Reserve Strength:** 200,680
- ★ **Accessions Goal For FY 2012:** 20,811
- ★ **Accessions Achieved For FY 2012:** 20,371
- ★ **Accessions Goal For FY 2013:** 20,130
- ★ **Reenlistment Goals For FY 2012:** 13,106
- ★ **Reenlistment Goals Achieved For FY 2012:** 14,377
- ★ **Reenlistment Goals For FY 2013:** 14,104
- ★ **Soldiers Deployed Around The World:** 12,345
- ★ **Soldiers Mobilized since September 11, 2001:** 206,192
- ★ **Number of Army Reserve Centers:** 1100

## DISTINCTIVE CAPABILITIES

The Army Reserve contributes to the Army's Total Force by providing a significant percentage of Combat Support and Combat Service Support units:

- ★ JAG Units 94%
- ★ Chaplain Units 80%
- ★ Civil Affairs 77%
- ★ Military History 75%
- ★ Quartermaster 66%
- ★ Military Information Support Operations 61%
- ★ Postal & Personnel 61%
- ★ Medical 59%
- ★ Information Ops 48%
- ★ Chemical 43%
- ★ Transportation 43%
- ★ Public Affairs 41%
- ★ Engineers 30%
- ★ Military Intelligence 26%
- ★ Military Police 24%



## ARMY RESERVE DEMOGRAPHICS

### Ethnicity

Caucasian:	57%
Black:	21.8%
Hispanic:	13.8%
Asian:	4.5%
Pacific Islander:	1.0%
Native American:	1.0%
Other:	1.0%



### Average Age

Officers:	41.0
Enlisted:	31.4
Warrant:	43.9

### Married

Officers:	64.9
Enlisted:	40.9
Warrant:	74.0



### Gender

Male:	77.1%
Female:	22.9%

## ARMY RESERVE BUDGET FIGURES

<b>Total FY 2013 Enacted Budget:</b>	<b>\$8.5B</b>
Operations and Maintenance:	\$3.1B
Military Personnel:	\$5.1B
Military Construction:	\$272M

## ARMY RESERVE INSTALLATIONS

Fort Buchanan, P.R.  
Fort Devens, Mass.  
Fort McCoy, Wis.  
Fort Hunter Liggett, Calif.  
Camp Parks, Calif.





Cpl. Clifton Grate exits the door of a UH-60 Black Hawk over St. Mere Eglise drop zone. Grate jumped with the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) during a joint training mission with the U.K.'s 4th Parachute Regiment.

## UNITED STATES ARMY RESERVE

**WEBSITE:**

[www.usar.army.mil](http://www.usar.army.mil)



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